2. Developing Strategic Thinking

- Resilient leadership
- Developing strategic thinking
- Partnership management

Robert Foster, robert@redochre.org.uk
A quick reminder

Success

what people think it looks like

what it really looks like
Content of this session

- Safe space
- An introduction to strategy
- Strategy and its relationship with impact
- Practical tools and approaches
- Implementing a strategy
Approach to the session

- Safe, open and frank
- Concise and practical
- I’m here for follow-up if needed
An introduction to strategy

Top tip: 50% of strategy is deciding what NOT to do
# Steps to develop & implement a strategy

<table>
<thead>
<tr>
<th>Framework</th>
<th>Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Aspire</strong></td>
<td>Vision</td>
</tr>
<tr>
<td></td>
<td>Strategic objectives/ targets</td>
</tr>
<tr>
<td>Where do we want to go</td>
<td></td>
</tr>
<tr>
<td><strong>Assess</strong></td>
<td>Capability platform</td>
</tr>
<tr>
<td></td>
<td>Identify/diagnose ability to achieve vision</td>
</tr>
<tr>
<td>How ready are we to go there</td>
<td></td>
</tr>
<tr>
<td><strong>Architect</strong></td>
<td>Portfolio of initiatives</td>
</tr>
<tr>
<td></td>
<td>Beneficiary deliverables &amp; performance improvers</td>
</tr>
<tr>
<td>What do we need to do to get there</td>
<td></td>
</tr>
<tr>
<td><strong>Act</strong></td>
<td>Delivery model</td>
</tr>
<tr>
<td></td>
<td>Execution and correct approach</td>
</tr>
<tr>
<td>How do we manage the journey</td>
<td></td>
</tr>
<tr>
<td><strong>Advance</strong></td>
<td>Continuous improvement infrastructure</td>
</tr>
<tr>
<td>How do we keep moving forward</td>
<td></td>
</tr>
</tbody>
</table>

Source: McKinsey
What does this mean in practice?

- Thinking / planning
  - What is the vision of the charity?
  - What are the charitable objects?
  - What are the values of the charity?

- Doing / supporting others to implement
  - How to communicate them
  - How to monitor them
  - How to evolve them
  - Pratfall: Do NOT get involved in operations or delivery
Strategy and impact

- Theory of Change 101
  - Planning, measuring and monitoring (social) change

---

![Diagram](https://via.placeholder.com/150)

but ...

---

<table>
<thead>
<tr>
<th>Resources/Inputs</th>
<th>Activities</th>
<th>Outputs</th>
<th>Outcomes</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

© Red Ochre 2021
A practical approach

<table>
<thead>
<tr>
<th>Current</th>
<th>6 months</th>
<th>12 months</th>
<th>18 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>External</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Value creation</td>
<td>Resource / capacity gap</td>
<td>Resource / capacity gap</td>
<td>Resource / capacity gap</td>
</tr>
</tbody>
</table>

1 → 2 → 3 → 4
5 → 6 → 7
A (very simple) worked example

- **Build relationships (external):**
  - Now
  - 6 months
  - 12 months
  - Contact & engage stakeholders, e.g., LEP, Police, LA
  - Achieve working with x social, y public, 2 private sector organisations

- **People & resources (internal):**
  - Me
  - Me and 2 volunteers
  - Me, a paid coordinator and 4 volunteers
  - None
  - 20 increase in positive change measured by the number of people you help

- **People helped (value created):**
  - None
  - 20% increase

- **GAP & ACTION:**
  - None
Moving from planning to doing …

- ~80% of strategies fail (in some form) due to poor implementation
- So, how do we support implementation?
  1. Most important
  2. Next most important …
  3. Next most important …
  4. Next most important …
  5. Next most important …

Source: Chaos Report, Standish Group, 2014
Any questions?
Your speakers today were
Robert Foster, Paul Brollo and Cathy Shimmin

If you’d like to work with them on further training and development
do get in touch with us at DSC

Did you know DSC offer an In House Training Service
on a huge range of topics?
Or that we can provide Performance Coaching and Mentoring?

Contact us to find out more or visit www.dsc.org.uk
Cathy Shimmin, Senior Training Consultant
cshimmin@dsc.org.uk 07967 027304